

Executive

17 March 2016

Report of the Director of Children's Services, Education and Skills

Portfolio of the Executive Member for Education, Children & Young People

Prevention and Early Intervention Services – a proposal for a new way of working

Summary

1. Ensuring effective prevention and early intervention arrangements for children, young people and families is an essential responsibility of the council and its partners. A review of our early help arrangements is required in order to prevent families most in need from suffering poor outcomes and placing demand on high cost specialist services at a later stage.
2. The review of our early help arrangements aligns with the council's move towards a new operating model. The Executive will receive further papers on developments across the council towards new operating models in due course. This paper is the beginning of re-designing the approach with children and families and aligns with:
 - a. plans to develop prevention and early intervention arrangements for Adult Health and Social Care
 - b. a review and rationalization of council and partner assets which will look to make the best use of buildings and resources in local communities
3. The review is also an opportunity to align resources with wider partnership developments that intend to deliver more efficient support at an earlier stage. Particularly, the proposal compliments current developments including:
 - a. the Healthy Child Programme for Public Health, establishing a more informed and streamlined approach to health promotion for 0-19 year olds

- b. the 'Future in Mind' Transformation Plan that increases capacity to respond to earlier onset of mental health issues and promote independence and self reliance
4. The proposal is to establish a number of multi-agency Local Area Teams that will cover the entire city and deliver early intervention services to families with children aged 0-19 years (up to 25 years for those with learning or physical disability).
5. The Local Area Teams will be based in areas identified as having the highest need but will provide a service delivery reach across the whole local authority. Local intelligence and data will be used to identify areas and families in need, coordinate the right range of services for families, and look to build capacity within the community and voluntary sector to support the universal offer for all local residents to access.
6. The move towards working in local areas will remodel a range of existing services into a more effective and efficient set of early help arrangements. This remodelling will require us to work in new ways to meet the needs of families. Any changes made to the children's centre offer as part of this remodelling will be informed by public consultation. It is proposed to conduct a consultation with families and partners on children's centres to inform a further paper for Executive so that a decisions relating to this area can be taken. Further detail on this work is provided later within this report at paragraph 39.
7. Similarly the implementation of this new model will require consideration of the city wide offer to young people, including the city centre provision which is currently delivered from 'Castlegate for Young People'. Following consultations with young people (Annex C) a detailed proposal will be developed for the future delivery of the city wide and city centre youth offer. This proposal will also return to Executive for a decision. Further detail on this work is provided later within this report at paragraph 43.
8. In summary, by bringing together a range of services within communities we can achieve more effective arrangements that use the best of council and partner resources to create a shared approach to identify emerging vulnerabilities more efficiently and enable the right level of response for families and communities. The model will:

- a. improve information sharing between services that effectively keep children safe and respond to key indicators such as neglect, poor attainment, health and risky behaviours.
- b. reduce organisational barriers and duplication in delivering joint services in response to need
- c. have a collective understanding across partners in the city about what we want to achieve for our families

Recommendations

9. Members are asked to agree the following:
 - a. endorse the implementation of new place-based prevention and early intervention services within Local Area Teams
 - b. agree to a public consultation and further paper on the delivery of the children's centres as part of the new operating model
 - c. agree to receive a further paper addressing finalised proposals on revising the city wide and city centre youth offer as part of the new operating model

Reason: This will allow the council to take forward work to remodel early help arrangements and achieve the associated savings targets.

Challenge

10. York is a great city to live in and we can evidence great progress for our children and young people across a range of outcomes. However, those who experience real difficulties in life from an early stage do show how hard it is to achieve the same as those who are the least deprived in the city. Our early help arrangements have to tackle this inequality in order to improve the long term prospects of families most in need.
 - a. we know that by the time a child reaches the age of 2 years old¹ we can reasonably predict their chances of achieving GCSE A*-C
 - b. we know that children and young people with poor histories such as neglect, poor parenting, disengagement from education

¹ 1001 Critical Days – the importance of the conception to age two period: All Party Parliamentary Group Report, Feb 2015 www.1001criticaldays.co.uk

- c. and support (to name some issues), are at greater risk of being exploited, going missing or being trafficked
- d. we know that children with the lowest reading ability at age 7 have 20% lower wages at age 33² and those from disadvantaged backgrounds generally achieve lower grades than their peers throughout their school journey
- e. we will know a child's probable life expectancy, purely based on where they live. Life expectancy is 7.4 years lower for men and 5.8 years lower for women in the most deprived areas of York than in the least deprived areas
- f. although obesity figures are better than the rest of England we know that by year 6, children in some areas of York are almost 2.5 times as likely to be obese compared to other parts of the city³

The impact of getting it right:

- 11. Evidence based research⁴ into early intervention shows that if issues are tackled at an earlier time in a family's difficulties, there is a significant chance of preventing long term poor outcomes and the need for more specialised and high cost services at a later stage; not only across children's services but throughout expenditure right across the city.
- 12. The Early Intervention Foundation has published research showing that picking up the pieces from damaging social problems affecting young people such as mental health problems, going into care,

² Currie and Thomas, 1999

³ York Health Profile 2015 – Public Health England

⁴ Allen,G. 2011 'Early Intervention: The Next Steps'. An Independent report to HM Government

Ross,A. Duckworth, K et al. 2010 'Prevention and Reduction: a review of strategies to prevent or reduce youth crime and anti-social behaviour intervening early' Centre for Analysis of Youth Transitions

McGovern, W (2012) Guide to the toxic trio: managing multiple parental problems, substance use, mental health and domestic abuse. Guides. Community Care Inform [online]

<https://www.ccinform.co.uk/guides/guide-to-the-toxic-trio-managing-multiple-parental-problems-substance-use-mental-health-and-domestic-abuse/>

unemployment and youth crime costs the UK government almost £17 billion a year⁵.

13. Preventing just one York child from experiencing an out of city care placement by tackling the issues above could save £200k⁶ per year.
14. We know from children, young people and families that they see the value of getting early help right:
 - a. *“When I was 9 and we ran away from me Dad. That’s when you should have got me.”* - a young offender, asked about when early help could have helped her
 - b. *“I want to help myself but still need somebody to help me”* (Male, 20)
 - c. *“Support services seem to be very good once you can get into ‘the system’. There is little support for those just on the outside and it seems that in some cases support is only available once someone is at breaking point. It would be better to focus more on early intervention and prevention rather than cures”* - a York Mum
15. York’s existing arrangements for tackling early help have made progress but it is clear that further change is required in order to secure improved outcomes for families. We know from recent engagement with staff and customers that we would look to:
 - a. improve the delivery of early interventions to minimise “drift” within our systems, to stop families getting stuck and help them make clear progress towards their long-term outcomes
 - b. improve the way we support families and partners to understand what support is available at universal and intervention levels from the council but also from the communities themselves.
 - c. build greater resilience in communities and local areas

⁵ Spending on Late Intervention: How we can do better for less
<http://www.eif.org.uk/publication/spending-on-late-intervention-how-we-can-do-better-for-less/>

⁶ Typical average annual spend for one child in 52 week placement in out of area residential care home.

- d. make our systems easier for families to navigate and only have to tell their story once
- e. seize the opportunity to work together and make sharing information less bureaucratic and time consuming

Vision

- 16. **Our vision for early help is one where we have strong and resilient communities, where families with emerging needs are identified early and can get the right support. The council takes a shared approach with all partners, including communities, to address this critical agenda.**
- 17. Our new early help arrangements will be:
 - a. **“Place based”** – services will be based in the areas with the highest levels of need but will have a reach which provides an authority wide response
 - b. **Intelligence led** – multiple data sets held by the council and key partners will be used alongside strong local knowledge on the ground to plan the use of resources, service delivery and identify how families most in need can access support without waiting for problems to escalate further before an appropriate response
 - c. **Multi-agency** – the new model is not just a council response but part of a multi-agency approach to tackling early intervention alongside police, health and schools, the voluntary and community sector and other partners
 - d. **Efficient and effective** – the early help approach intends to reduce duplication of efforts from the variety of services in scope that are often in contact with the same families, and often restricted by service boundaries from offering a family-wide approach

Safe – Achieving – Resilient

- 18. In response to the challenges above, the directorate of Children’s Services, Education and Skills has outlined a clear vision of how services will be delivered for children to support three main outcome areas:

- a. **'Safe'** shows a clear commitment to target resources at those families in greater crisis or higher need and require a considerable response to their situation
- b. **'Achieving'** relates to our commitment to ensuring young people are given the best chance of aspiring in education through high quality schools and Early Years settings, and a high quality Special Educational Needs offer
- c. **'Resilient'** – In order to ensure that children can stay safe and achieving without the need to draw upon services when it is too late, we see the prevention and early intervention model as being the heart of our approach to building resilient families

The new early help operating model

19. Considerable engagement with staff has been undertaken to develop the proposed new operating model. The key features of this new model are explored within this paper. Further detail can be found in the annexes:
 - a. Annex A provides a summary of the function of existing services within scope of the Local Area Teams, and the current budget arrangements for those services
 - b. Annex B presents the underlying data and 'heat maps' which have informed our understanding of need
 - c. Annex C provides a summary of staff and young person feedback relating to this area of work

Local Area Teams

20. Central to this new operating model is the introduction of 'Local Area Teams' which will bring together services working at a universal and a preventative level with children, young people and families. This will affect services working with children, young people and families from pregnancy to 19 years old (25 for those with Learning Difficulty and Disability).

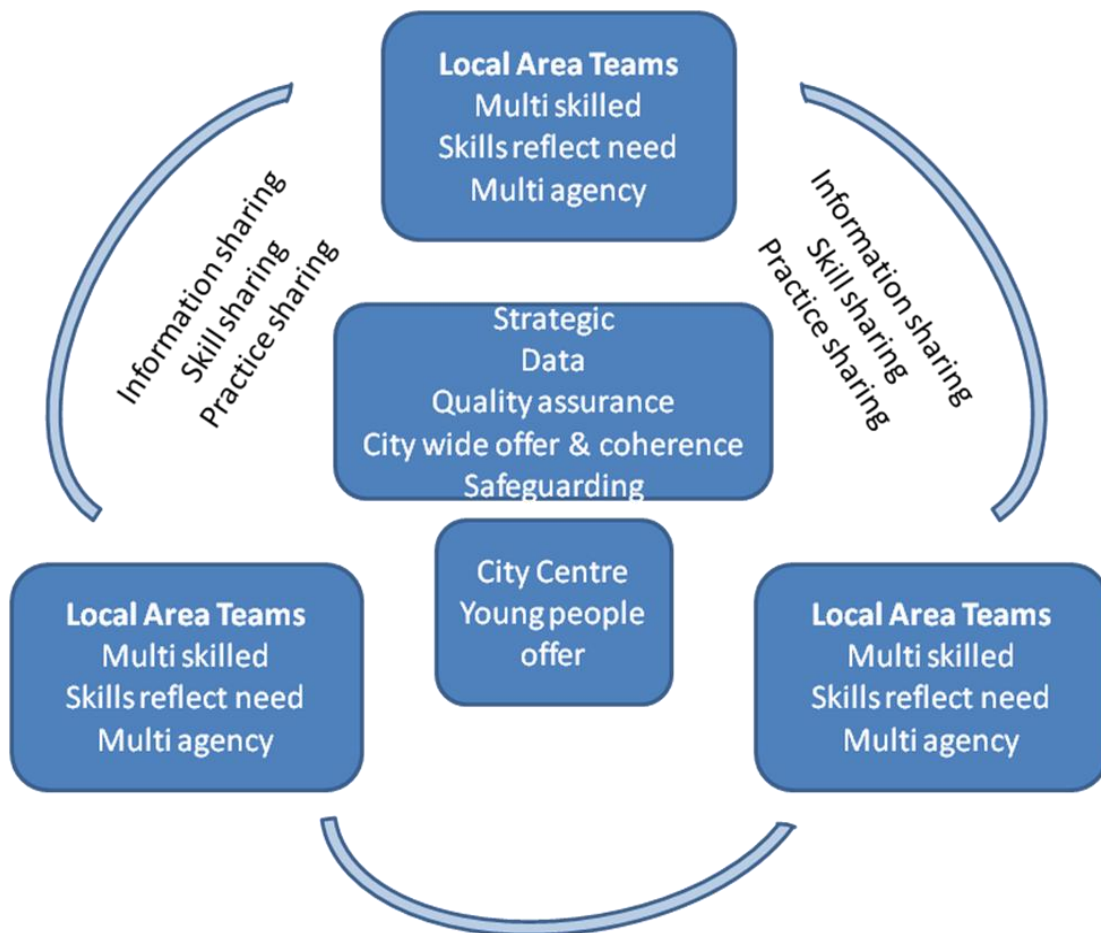


Figure 1 - Diagram showing new early help arrangements

21. It is important to make a distinction between where Local Area Teams are based and where children, young people and families may be able to access services:
 - a. Local Area Teams will be physically based together in communities with identified high levels of need
 - b. children, young people and families will be able to access services delivered in a range of ways right across the city. This could be through any number of routes including home visits, children's centres, community buildings and so on. These services may be directly delivered by Local Area Teams or may be delivered by partners as part of the wider early help arrangements

22. It is important to understand that arranging our services in this way offers a much greater degree of flexibility in how the council can work together with partners to ensure suitable points of access in response to need.

23. The Local Area Teams will draw together existing services and roles into multi-skilled and multi-agency services. Key features of these Local Area Teams will be:
- a. **Multi-skilled teams** – it is clear from engagement with staff that they work creatively across structures to support effective early help. It is proposed that we rationalise these structures and the number of distinct roles within the new model. These roles should not be seen as ‘generic’ and should be seen more as a reflection of the range of skills required for a whole family approach.
 - b. **Skills reflect need** – by moving towards a smaller range of multi-skilled roles this gives the local areas the flexibility to develop their teams to respond to local needs. This means that staff can access a wider range of workforce development opportunities in order to respond to the needs of local areas.
 - c. **Multi-agency** – as well as drawing together council services into Local Area Teams the intention will be to provide a base for a wider range of multi-agency partners to come together within localities. This would create an ability to access data and improve real-time information sharing and more coordinated work with other practitioners engaging with families in that area.
 - d. **Shared Outcomes** – a large consensus from staff was to have smarter ways of bringing together the outcomes for services, to ensure that all objectives in improving family outcomes were understood, prioritised and sequenced appropriately.
24. It is proposed that the Local Area Teams will drive the early help agenda through an approach of coordination/problem solving, building capacity and working with families.
25. **Coordination/problem solving**
- a. working with partners to identify need, broker and coordinate solutions
 - b. providing advice to practitioners and families on services and strategies to prevent the escalation of vulnerabilities
 - c. provide support and challenge across localities and to play a leading role in driving the quality and effectiveness of early help work

- d. to improve appropriate information sharing between partners to better understand and respond to the needs of families
- e. make use of data and local intelligence to practically deploy resources with partners in response to need

26. **Building capacity** – building community capacity will be a much stronger feature within the new arrangements than is currently the case. Through these Local Area Teams we will:

- a. work with local communities to build their capacity to develop resilience and reduce dependency and isolation
- b. work with partners to address gaps in available early help interventions. For example this could be from finding new ways of working in partnership or through using funding to build capacity in response to need
- c. work alongside the voluntary and community sector to ensure a truly multi-agency response to addressing the needs of families and building resilience
- d. improve our volunteering offer. We will look to make better use of the potential offered through volunteers at a local level. This is seen to be a critical feature of sustaining the impact of early help, securing community networks and preventing families from becoming stuck at an early help level without improvement
- e. provide support and training to local partners in order to ensure they have the skills and knowledge required to effectively support families they are working with
- f. work with partners to build the understanding that early help is 'everybody's business'. This means that beyond the key partners outlined above that the model should seek to further realise the power of our entire children and young people's workforce

27. **Family work**

- a. continue to work with partners to ensure families have access to universal and targeted services in their local area
- b. directly and indirectly support families to access proportionate levels of information, advice and guidance through a range of medium, including web based, telephone access, community provision promotion and face to face support

28. It is envisaged that the Local Area Teams will balance their approach to these three features (coordination, building capacity and family work) in response to need. However, it is a clear aspiration that the model builds capacity and resilience within communities and partners in order to reduce dependency on council services.

Outcomes

29. The proposed operating model for early help provides a much greater flexibility in how services can respond to need. For example:
- a. resources can be reallocated from one area to another
 - b. skills within teams can be more readily adapted in response to need
 - c. funding can be used with partners to address needs within a locality or on a city-wide basis
30. This greater degree of flexibility is crucial in tackling the most important aspect of the new model – improving outcomes.
31. Through reviewing a number of existing early help cases it can be seen that too often support begins with no clear outcomes being set and finish with no clear outcomes having been achieved. Although this is by no means always the case it is too common a feature to ignore.
32. The new operating model will bring together stakeholders from across localities and the city in order to develop a single outcomes framework for early help. The outcomes framework will be built from the front line up and address the needs of our city. It will have at its heart the outcomes relating to the Troubled Families agenda. The outcomes framework will allow us to evaluate the social and financial return as a result of early help.
33. Fundamentally the clearest outcomes from this work will be seen in a reduction in the numbers of families requiring support from our statutory and high cost interventions (eg the number of children in care and on child protection plans).

Key features of the new operating model

34. This section of the report highlights some key features of the new operating model.

The city wide early help offer

35. The proposed Local Area Teams will be established within areas with the highest levels of identified need (see Annex B for more information). However, the operation of the Local Area Teams will not be limited to areas of high need and they will ensure that there is an effective reach across the whole city.
36. Families across York should expect that the early help arrangements which are put in place have a consistent level of quality across the city; this does not mean every family requires the same level of support but that support is effective, good quality and proportionate to need regardless of where families live.
37. To ensure a cohesive offer it is proposed that there is a degree of coordination provided centrally. The purpose of this central function would be to ensure:
- a. **strategic coordination**
 - b. **quality assurance**
 - c. **effective use of data**
 - d. **commissioning and capacity building**
 - e. **strong links to safeguarding children and adults arrangements**

Working with key partners in the delivery of early help

38. The council can not and does not intend to tackle family and community issues in isolation. It is recognised that in order to be effective in tackling emerging problems a number of other developments are central to the design of the model. The main developments include:
- a. **Schools** – there are clear links between good quality early intervention and improvements in attendance and attainment at school across the key stages of education. Schools play a key and valued role in the delivery of early help across the city. This will continue to be the case and the intention is that through the new arrangements schools can be provided with

meaningful support, advice and problem solving approaches that help them in this role

- b. **North Yorkshire Police** – ensuring that the model aligns, and is integral to new operating procedures for community policing and the community safety unit. This will best utilise a significant amount of intelligence that the police service maintain through their daily interactions with the diverse range of our city. Similarly, the police and community safety services being able to understand the main issues for families within communities better supports their abilities to tackle issues around vulnerable victims, managing public protection and reducing crime and anti-social behaviour
- c. **Public Health** – the model will include the development of the Healthy Child Programme; universal and targeted services at early life stages from pregnancy to 5 years old, as well as improving the offer for young people aged 5 – 19 years old. It will also include the transfer of School Nursing and Health Visitor Services to the council and ensure an effective and joined up use of those resources
- d. **Voluntary and community sector** – York has a long standing and valued partnership between the council and the voluntary and community sector. Strengthening and developing this partnership is a critical feature of ensuring a city wide and multi-layered response to early help. One of the three building blocks of the new model is “building capacity” and relates to how the council can work alongside the voluntary sector to respond to the needs of families and build resilience within communities
- e. **Housing** – current developments to have a tailored, proactive and holistic approach to managing tenancies with better links to ward and locality based services is essential to managing and understanding families in need within council residencies and broadening the concept that early intervention for children and families is everybody’s business
- f. **Adult Social Care** – a similar desire to understand local populations for vulnerable and older adults, create capacity within those areas and provide local coordination that enables residents to make best use of the support on offer. This work will present opportunities to link work to provide an “all-age” response to early intervention and prevention

The delivery of children's centre services

39. The core purpose of a Children's Centre fits well with the proposed new model for early help. In essence children's centres should reduce inequalities for children and families in the greatest need and to improve the following outcomes:
 - a. child development and school readiness
 - b. parenting aspirations and parenting skills
 - c. child and family health and life chances
40. Following the most recent remodelling of children's centres in 2014, the council has continued to explore a more outreach based approach to targeting families with multiple needs, and expand the ability of the community to take more ownership of what Children's Centre locations are used for.
41. It is proposed to continue with this journey of community engagement to more fully realise the potential of children's centre venues across the city in order to support communities and partners to offer all families a universal start in life. In practice this could mean transferring ownership of children's centre buildings, supporting community groups to take on a larger role in the operation of children's centres, the council delivering children's centre services on a stronger outreach basis across the city and reducing the number of Ofsted designated children's centre buildings operated by the council. In order to explore these points, a public consultation is required.
42. Much of the valuable work carried out by children's centre services does not happen within the buildings themselves but within communities and families homes. We want the consultation on the use of children's centres to inform future delivery in order to:
 - a. increase the percentage of vulnerable families engaged with the wider early help offer
 - b. maximise our resource on the front line rather than responding to restrictive administrative elements of the nationally prescribed definition of children's centres
 - c. make best use of buildings by community groups and partners
 - d. meet the needs of the whole family, regardless of age
 - e. reduce duplicated and therefore costly offers to the family

The delivery of the youth offer

43. The direction of the current “youth offer” is split across two directorates, and has two distinctive age ranges. Work within Communities and Neighbourhoods has focused on building community and voluntary sector capacity to ensure a varied and intelligence led approach to the youth offer. The result has been activities and support driven by young people as well as an increase in the community and voluntary sector partnerships to deliver for young people across the city.
44. A specific city centre youth offer has continued to exist separately for young people aged 16 years and over and is predominantly managed from Castlegate for young people. As part of the new operating model we now want to ensure that the whole city-wide youth offer continues to use a varied and intelligence led approach to how young people want the offer delivered in their communities and the city centre.
45. A consultation conducted with young people aged 16-25 years demonstrated some key thoughts from young adults about what is important to them from accessing services throughout their city (Annex C). The key elements from the consultation were:
 - a. a range of ways to engage young people is needed for the variety of issues they present, although face to face initial appointments work well
 - b. the main issues young people needed advice and support with were mainly; help with somewhere to live, and mental health and emotional wellbeing
 - c. young people described a need for that first contact to be able to ‘tell their story’ then choose from a range of support networks that achieve what they need from services
46. The consultation with young people allows us to now build a revised offer to young people for the services identified currently delivered through Castlegate in response to need. A further paper presenting a complete proposal will return to Executive for a final decision. The development of the new proposal will be based on the following parameters:
 - a. that we revisit the best vehicle for delivery of the counselling service offered by Castlegate. The counselling service must operate within the context of wider work to tackle mental health. Significant developments in this area such as the introduction of

wellbeing workers based across school clusters and the implementation of the Future in Mind programme will need to be taken into account

- b. that we find ways to enable the Personal Support and Inclusion (PSI) workers to engage more pro-actively with young people in communities. We know from process mapping work that young people who access support at Castlegate are often already well known across our wider early help arrangements. We will look to find a solution in the new model which can allow for more pro-active engagement with young people to address issues at the earliest stage possible within communities
- c. the final area relates to ensuring that a city centre drop in service is available at an appropriate location and can respond to the needs of young people. Given the sensible move towards more multi-agency arrangements in localities consideration needs to be given as to what multi-agency arrangements look like within a city-centre offer to young people. In practice this will mean approaching partners with a view to establishing a more shared approach to delivery of a city-centre drop in service

The delivery of the troubled families programme

- 47. The Troubled Families programme is a flagship government policy which is known locally as Family Focus. The Family Focus Programme aims to support families who have multiple and often complex needs through a whole family approach.
- 48. York has already supported hundreds of local families to improve their lives and in April 2015 the programme was expanded and is expected to identify and support a further 1,030 families over five years.
- 49. This area of work can also provide income for the council through a national Payment By Results (PBR) framework for Troubled Families. This area of work will be a central element of the new early help arrangements.

Consultation

- 50. The importance of early help is underlined by its inclusion as one of the four priority areas identified within the new YorOK Children and Young People's Plan (2016-2020). This plan has been

informed by significant consultation with children, young people, families and practitioners.

51. In addition to building on pre-existing consultation further engagement has been undertaken in a range of ways with City of York Council employees across the CSES directorate, Housing, Community Safety and Public Health. Partners have also been in discussion with regards to location needs, intelligence and process mapping; this includes North Yorkshire Police, Vale of York Clinical Commissioning Group, Child and Adolescent Mental Health Services and Schools. Some engagement has also commenced with local community groups through the corporate leadership team.
52. A summary of feedback from staff gathered to date is provided at Annex C. It is very clear that an intelligence led approach to sharing information and targeting resources within identified communities is a welcomed way forward to building sustainable services for families in need. A strong message is a desire to have a more flexible culture which allows for quicker problem-solving and less duplication of work with the whole family, from both within and outside of the directorate.
53. It should be noted that should the decision taken impact on the offer being made through our children's centres that there should be a public consultation on any proposals.

Options

54. In order to secure the best possible outcomes for families and address the financial pressures facing the council, members are asked to agree the following:
 - a. endorse the implementation of new place-based prevention and early intervention services within Local Area Teams
 - b. agree to a public consultation and further paper on the delivery of the children's centres as part of the new operating model
 - c. agree to receive a further paper addressing finalised proposals on revising the city wide and city centre youth offer as part of the new operating model

Council Plan

55. The proposal directly relates to the Council Plan 2015-19 priorities:

- **‘A focus on frontline services’** - to ensure all residents, particularly the least advantaged, can access reliable services and community facilities.
56. The proposal is a major part of delivering the shared, partnership priorities of the new Children and Young People’s Plan 2016-20:
- a. early help
 - b. emotional and mental health and wellbeing
 - c. narrowing gaps in outcomes
 - d. priority groups of children and young people (children looked after, NEET, young carers, refugees, children living in poverty)

Implications

Financial

57. This review of early help and intervention and the development of a new model of delivery is taking place against a background of significant reductions in public spending especially for local authorities, and where the operating environment is changing rapidly for all agencies. The new model offers greater flexibility and sustainability to reflect the changing resource base of the council and partners and assist in achieving efficiencies for the council into 2019/20.
58. In order to provide a balanced budget for 2016/17, and to contribute to a balanced outline budget strategy for the years 2017/18 to 2019/20, all directorates were required to identify savings that could be made to contribute to the predicted reduction in resources. The original savings profile attached to this project was for recurring reductions in the combined budgets for the service areas within scope of this project of £1001k in 2016/17, £519k in 2017/18 and £87k in 2018/19, a total reduction over the three financial years of £1,607k. As part of the council-wide scrutiny of savings proposals, and the initial high level of savings targeted from these areas, a decision was made to reduce the saving in 2016/17 by £135k, on a recurring basis, thus reducing the overall saving to £1,472k.
59. Following the announcement of a further £781k of transitional funding from the DCLG for 2016/17 and 2017/18, this savings target has been re-profiled to £566k in 2016/17, by allocating

£300k of this funding back into the revenue budgets of the services within scope of this project for a further two years, with the £300k saving not now being delivered until 2018/19. This allows the opportunity to plan the implementation of the new model over a longer timescale.

60. The savings profile associated with the services that are in the scope of this project is set out in the following table:

General Fund Budget in 2015/16 of services in scope	£3,646k
2016/17 savings target	£566k
2017/18 savings target	£519k
2018/19 savings target	£387k
Total savings to be achieved (40.4% of 2015/16 budget)	£1,472k

61. In addition, as part of the Capital Strategy for 2016/17 to 2019/20, approved by full Council on 25 February 2016, an additional £100k was allocated into the Children's Services Capital Programme to allow further investment in buildings as required to assist in the delivery of this programme.

Human Resources (HR)

62. Any new operating model will require the revision of current service structures and ways of working. The services in scope are contained within Annex A.

Should the proposals be agreed, any changes will be made in accordance with the council's change management HR processes in full consultation with staff and trade unions.

Equalities

63. A community impact assessment is attached. Current consultation with staff, partners and communities is ensuring ongoing dialogue regarding the impact of moving to a new structure and will inform the design as an integral part of the process. Service users will now be identified to engage and develop the model further.
64. The proposed model seeks to target resource towards the most vulnerable at an early point to prevent escalation of need and

provide improved outcomes. In this sense, the model as a whole is designed to have a positive equalities impact. The detailed design of the services will take into consideration the needs of our communities of identity and seek to minimise any potential adverse impact during its implementation

Legal

65. The model will impact on services where the council has statutory obligations to deliver certain levels of service at a universal and targeted level. Statutory requirements will remain a part of the working practices of the structure, except where agreed deregulation revises this obligation.
66. Multiple agency working practices will raise consideration about the appropriate use of data and consent based practices when working with families. Working practices will remain in line with current multi-agency ways of working under the Data Protection Act 1998 and principles of the Working Together guidance 2015.

Crime and Disorder

67. There are no identified implications.

Information Technology (IT)

68. There are no identified implications at this stage.

Property

69. The model relies on appropriate placement of services within key community venues in the city. Discussions have started with the Asset and Property services department with a view to delivering this requirement. Similarly, other partner and community bases are being reviewed to look at the best way to deliver services to children, young people and families within their communities.

Other

70. There are no identified, other implications.

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**Report
Approved**

Date 08.03.16

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Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers

None

Annexes

Annex A provides a summary of the function of existing services within scope of the Local Area Teams, and the current budget arrangements for those services.

Annex B presents the underlying data and 'heat maps' which have informed our understanding of need.

Annex C provides a summary of feedback relating to this area of work.